ABLEST MEN IN THE COUNTRY WORKING FOR THE NATION

Big Business Continues to Send Its Best Organizers to Labor Without Pay to Hasten Winning of War—Personal Interests Sunk by All

THE biggest and ablest men of the country are gravitating more and more to Washington, giving their services to their country for nothing or practically nothing. The list grows every day. In other cities where coordination of Government work is essential to success, other men are sacrificing all their private interests to the call of their country.

In Washington there are men like Howard Coffin, Frank A. Vanderlip, Julius Rosenwald. To them have lately been added Edward R. Stettinius, who, as purchasing agent for the Allies, made good on the biggest single buying job the world ever saw, $3,000,000,000 worth of material having been contracted and paid for by him, and J. D. A. Morrow, Federal manager of fuel distribution.

In New York some of those who have recently been giving all their time to the problems of fuel and food are Albert H. Wiggin, president of the Chase National Bank and Fuel Administrator for the State of New York; Reeve Schley, a young lawyer, who has let his practice slide to take up the thankless task of trying to distribute coal in New York; Arthur Williams, who quit being general manager of the New York Edison Company to become Federal Food Administrator for the city.

Few men ever reached a position of world importance in such a short time as did Mr. Stettinius, whom Lord Northcliffe called "easily the ablest business organizer in the ranks of the Allies or the enemy." That was in grateful appreciation of the monumental task Mr. Stettinius did as member of J. P. Morgan & Co., in getting 100 cents worth out of every dollar the Allies spent in this country for supplies.

When that task had been ended through the establishment of commercial missions in the United States, Mr. Stettinius went to Washington and offered his services to his own Government, believing them of some value after the experience he had gained, and his appointment as surveyor-general of supplies for the army was the result.

Some dispute has arisen in Washington as to just how far reaching Mr. Stettinius's powers are to be, but it was commonly believed when his appointment was announced that he had been called to put into effect his theories as to the centralization of buying authority and coordination of purchases to industry. That at least was the wording of Secretary Baker's statement when making known the appointment, for he said:

"He will be in charge of the procurement and production of all supplies by the five army bureaus, viz: Ordnance, quartermaster, signal, engineer and medical. It will be his duty to coordinate such purchases and properly relate the same to industry, to the end that the army programme be developed under a comprehensive plan which best utilizes the resources of the country."

The importance of supreme efficiency in buying on a great scale, of not tangling industry by not dumping contracts wholesale on some manufacturers, while the facilities of others are not utilized, was apparent to Mr. Stettinius the first day he went on the job for the Allies in Morgan & Co.'s offices. The problem of buying for the United States was at first even more haphazard, department bidding against department, forcing up prices against each other, choked by the bogey of red tape, and it was to remedy this that Congress recommended the establishment of a Department of Munitions, with a single head to coordinate the work. Mr. Stettinius was obviously the man for the place.

When J. P. Morgan & Co. were made the fiscal agents for Great Britain the members of the firm selected Mr. Stettinius because of his ability for organization shown as president of the Diamond Match Company. He came to New York in January, 1915, on a three months leave of absence, and started in at once to put the office on a systematic and businesslike basis. He had merely a handful of clerks at first, but as the work grew larger every day his force increased until it became probably the largest purchasing department in the world. Mr. Stettinius grew with it; it was his creation.

He sent experienced investigators all over the country and ascertained the best sources of material needed, and then listed the manufacturers capable of producing these materials. He made a census of raw materials, and when he was all through with the preliminary work he started to buy.

The old inefficient methods had disappeared over night, and in thirty days he had purchased more munitions and other supplies than had been bought in this country in all the preceding months of the war. Buying was by competitive bids, and bidders were given to understand that only the lowest and best bids would get the contract.

His work was so remarkable that when Congress was speculating on who should be head of the then contemplated Department of Munitions only two men were mentioned, Mr. Stettinius and Charles M. Schwab, the steel man. The position of surveyor-general was created to obviate the necessity of such a department, although it was believed that the powers of the office would be about the same.

Much to the surprise of many in Washington Mr. Baker let it be known, however, that Mr. Stettinius would not be the untrammelled buying agent for the army, but that he would do his buying under the direction of the various bureau chiefs. In other words, if Mr. Baker wants guns he will tell the head of the ordnance department, who in turn will pass the order on to Mr. Stettinius as the man who knows how to get them. The trouble with this plan, as Washington sees it, is that if disputes arise between bureau chiefs and Mr. Stettinius, the man supposed to be best qualified as purchasing agent will not settle them, but they will be passed on to Mr. Baker for decision.

"Mr. Stettinius is the type of man for the legally constituted office, which the bill to create a munitions department proposes," said Senator Chamberlain recently, "but the point at issue is not his desirability or his qualifications, but the character of the office to which he is appointed.

"The office of surveyor-general of army supplies has no legal status and has not the backing of legal authority for its creation. In the office Mr. Stettinius, regardless of his accomplishments, has not that responsibility under the law which in the determination of the Committee on Military Affairs is necessary to the proper exercise of the functions of the important office."

Whatever the limitations of this office, it is not thought likely that Mr. Stettinius would have gone to Washington unless he felt that he could be of real service to the Government, and it is confidently predicted that before long he will have a position of large authority in which he will make use to the full of his invaluable experience.

He is still, as big business men go, comparatively young, being 52 years old. He was born in St. Louis and went to work when he was 18 in Chicago. That first endeavor was in wheat, but Mr. Stettinius saw greater opportunities in boilers and explored the inwards of those complicated drums for several years until he was made an officer of the firm, which later became a part of the Babcock & Wilcox Company.

O. C. Barber, president of the Diamond Match Company, became interested in the Wilcox company and also in its hustling young official, and this led to Mr. Stettinius becoming vice-president of the Diamond Match Company in 1906. Three years later he was made president.

"There is no doubt about the sentiment of the financial community toward the appointment," said a banker. "The belief is general that the right man has been placed in the right place. We will commence to see some action when Edward Stettinius gets down to business in his new job."

From Banking to Coal.

Albert H. Wiggin might not have known much about coal when he took charge of New York's complicated fuel problem, the biggest one in the country, in a way, for this city is the bottle neck through which many other sections get teir supplies, but he has earned a lot. He was a good banker and he thinks that if he has to handle the coal situation much longer he will be a good coal man.

Bankers' hours are a synonym for an easy job, but it is certain that since Mr. Wiggin has given up his time to directing coal into its proper channels bankers' hours have ceased to have any significance for him. The lights in the Chase National Bank burn later than in almost any other financial institution down town, and long after the clerks have gone home the president and Fuel Administrator is in his office, sending expostulatory, pleading and angry telegrams as he learns of things undone that might have been done.

Fuel distribution is complicated by the fact that the railroads which bring it to the city are in another coal jurisdiction, and the cooperation between the railroads and the Administrator has not been all that it might be at times. But these conditions have been gradually remedied by the appointment of men to make the chain of transportation and distribution an endless one.

Mr. Wiggin is also a young man in his circle, as he is not yet quite 50. He was born in Medfield, Mass., in February, 1868, but history does not record whether Mr. Wiggin had as early as that an affinity for cold weather such as has got him into a mess this year. He was graduated from the old English High School in Boston and went into a Boston bank as a clerk.

In 1894 he became assistant cashier of the Third National Bank of Boston, stayed in that place three years, and then the call for young blood made him vice-president of the Eliot National Bank. New York found that it needed him and he came here as vice-president and director of the National Park Bank and two other banks, and in 1904 was made vice-president of the Chase National. He became president in 1911, and one of the leading figures in Wall Street.

He was secretary of the Clearing House at the time of the 1907 panic and a member of the Clearing House Loan Committee, and also served on the committee that investigated the Morse banks. He is a director of the Hudson and Manhattan Railroad, of the Western Union Telegraph Company, of the Bankers Trust Company, and before the Clayton act was connected with many other prominent financial institutions.

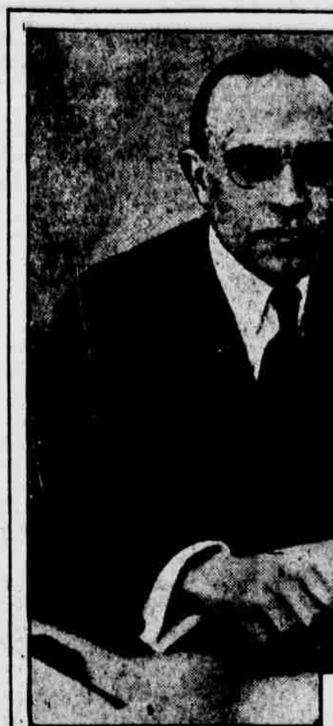
Mr. Williams's Position Unique.

Arthur Williams occupies the unique position of being one who has offered his services to the Government but who will not be able to collect even the honorary $1 a year which Mr. Vanderlip, for instance, is earning in Washington. Mr. Williams thought that as Food Administrator for New York city he would be allowed that sum for his battles with recalcitrant grocers, but much to his sorrow he learned that the Food Administration is permitted to accept the services of patriotic men without a single cent of compensation. So Mr. Williams must struggle along as best he can.

At the time of his appointment he had already served as chairman of the New York City Board of Food Administration. He is an electrical engineer. He entered the service of the New York Edison Company in 1885, and was steadily promoted until he became vice-president and general manager, the position he relinquished to tackle the food question.

He is president of the American Museum of Safety and first president of the National Association of Corporation Schools. He is also a member of the Mayor's Pension Fund and chairman of the sub-committee on dangerous machinery of the Industrial Board of the State of New York. He has been decorated by the King of Spain and the French Government.

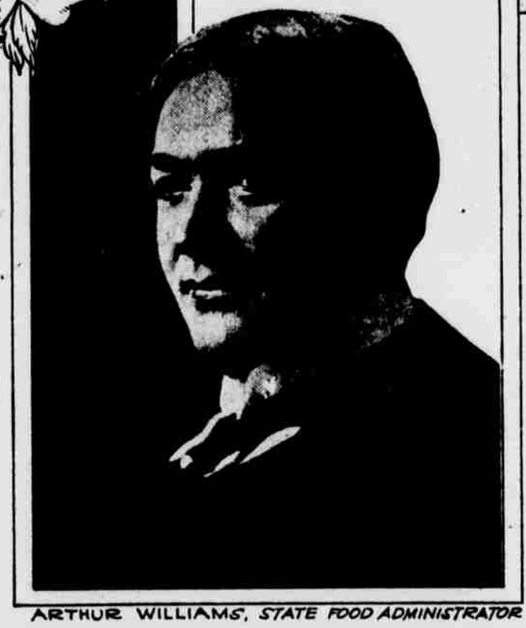
J. D. A. Morrow, manager of apportionment and distribution of the Fuel Administration, destined to become one of the most important branches of that department in the next year, is a practical coal man and will be intrusted with the task of seeing that the nation's coal supply is so distributed during the warm months that next winter no such situation as arose this winter will be possible. He was assistant secretary of the Federal Trade Commission up to a year ago, and aided in that body's investigation of the coal industry. He was then named as commissioner by the Pittsburg Coal Producers' Association, and last September was appointed general secretary to the National Coal Association, with headquarters in Washington.



REEVE SCHLEY, MANHATTAN FUEL ADMINISTRATOR.

J. D. A. MORROW, DR. GARFIELD'S FIRST LIEUT. IN CONTROL OF COAL.

A. H. WIGGIN, STATE FUEL ADMINISTRATOR.



ARTHUR WILLIAMS, STATE FOOD ADMINISTRATOR

Edward R. Stettinius, Albert H. Wiggin and Arthur Williams Among the Latest to Contribute Invaluable Public Service

Rowing as a College History Maker

By EDWARD N. TEALL.

HOW many athletes of the 1850s are alive to-day? We have to go back threescore years to get to 1857, and as presumably the men who then competed for honors on track and field and on the water were at the age of eighteen or twenty the survivors must now be close to the octogenarian time of life. This figuring gives emphasis to the suggestion recently made that a reunion be organized of the veterans of the pioneer days of rowing in American colleges.

James M. Whiton, Yale '53, started it off with the idea of a reunion of the men who rowed in the first Yale-Harvard race, held on Lake Winnepesaukee, New Hampshire, August 3, 1852. Walter Camp has improved the suggestion by addition of a scheme to make the proposed gathering of the veterans take in all survivors of the decade of the '50s. He says the attendance would be large and enthusiastic.

That it would be enthusiastic it is not difficult to believe, but—how the slippery years glide by!—it does not seem that it could be very large. But then, college rowing sixty years ago was not the killing business it is nowadays. And the suggestion, even if it fails to materialize, arouses interest in the annals of early college sport.

As the history of athletics grows in volume much of the picturesque is crowded out of the record by dry data and statistics. A good deal of the local color of the rowing meets of pre-Civil War days can be recovered by the curious modern from the pages of a book called "American Pastimes," written by Charles A. Peverelly, a pioneer sports reporter, and published in 1866. It is a crammed treasure house of sport lore.

June 14, Flag Day of the nation, is flag day also for the Yale navy. In 1843 William J. Weeks, Yale '44, purchased a second hand four oared Whitehall boat, 19 feet long and 4 feet beam, built in 1837 by De la Montaigne & Son of New York. Henry W. Bush, John W. Dulles, Virgil M. D. Marcy, John P. Marshall, William Smith and Weeks himself, who was later chosen captain, formed a club and called their boat the Pioneer. On June 14, 1843, they hoisted their flag, inscribed "Pioneer, Yale, No. 1."

In the following year this boat was sold to Charles Jones, whose father then kept the toll bridge. For several years Jones let her out to boating parties. She perished in a severe storm during which she pounded to pieces at her moorings under the bridge.

Harvard rowing dates from 1844. The first Harvard boat was the Star. She had been built for the regattas over the Chelsea course, popular in 1842 and 1843. The Harvard men paid $85 for her and $35 more for oars and repairs.

A member of the club, happening to possess a set of silk colors that had belonged to a boat called the Oneida, presented them to the club on condition that the boat be rechristened under that name, and so the Harvard Navy adopted a name long prominent in its annals. This boat was thirty-seven feet long, painted black, driven with plain ash oars by a crew whose holiday uniform was of blue striped calico.

The class of '45 took up the Oneida's challenge and bought an eight oared thirty-four foot boat. She had previously raced as the Red Michael, but in collegian hands she became the Iris. Oneida beat Iris five lengths in two miles.

Succeeding classes took the water in boats called the Undine and the Huron. The Undine was a forty footer. The first boathouse for the college's use was built in 1846. It was eighty feet long, and each of the four clubs whose boats were housed in it paid $30 a year rent for space.

The Oneida club's second boat was a twenty-six foot six oared gig, Atalanta. The club also adopted a new uniform, white shirts with blue stars and trimmings, duck trousers and sennit hats. The Iris men wore white trousers and red shirts.

The Atalanta's crew made long voyages down the bay, "now stopping for a chowder at Point Shirley, now resting their wearied keel on the salt shores of Spectacle or Long Island." In these years the Harvard men used to race with crews from the city, and once they entertained the city men royally at a party given in the college boathouse. It is said that the Boston crews rowed home in a course of anything but Puritanical straightness. Some of them brought up on the mud flats and finished the night there.

In the college year 1849-1850 the great event was the fete champetre given by Col. Winchester at his residence on the river bank near Mount Auburn. In gay procession over the water came black hulled Undine, with her crew neatly togged out in navy blue and white; red coated Oneida, her men in crimson, neatly matching the hull; Halcyon and Ariel. The boats were dressed with banners. The festivities are thus recorded:

"The entertainment was most princely. The whole house and grounds were thrown open to guests the whole day, with billiards, bowling, smoking, music, boating upon the inland lake, and every species of amusement for the four or five hundred gentlemen whom the Colonel had invited to partake of his hospitality. In the evening there was a display of fireworks, and by the light of the last rockets the crews regained their places in the boats and rowed back to Cambridge."

And probably their whirling heads—for those were the days of well filled (and swiftly emptied) bowls—were never troubled by a thought of the depletion of the country's grain supply that their indulgence might cause. Wheatless days were not then in fashion.

Intercollegiate competition began in 1852. In the Yale-Harvard race of that year Oneida beat Shawmut by about four lengths in three miles. The trophy, black walnut oars, became a Cambridge treasure.

The union regatta of the colleges of New England was first held on Lake Quinsigtmond at Worcester, Mass., in July of 1859. Harvard, Yale and Brown competed. Trinity was expected to row, but her crew failed to appear. Harvard, with two boats entered, took first and third places; Yale was second and Brown, in the Atalanta, brought up the rear of the procession. The time of the winning boat was 19:18.

The next day, however, in the citizens' regatta Yale beat Harvard in 19:14 by a little more than a length. First and second prizes were $100 and $75. Money, it seems, was not in those days the test of amateurism in sport.

Going back a little, mention should be made of an interesting boat that appeared at Yale in 1842. Josiah B. Crowell, '45, of Perth Amboy, N. J., bought a "canoe club boat" which George H. Russ had built on the Susquehanna near Binghamton. She was a dugout made from a single log. She was forty-two feet long and only two feet of beam, "rather crank"; pulled eight oars and cost $45. They called her the Centiped, and she won her only recorded race in 1844 against the Nautilus.

But, says the chronicler of these old and amiable contests, "the Nautilus crew labored under a disadvantage, certainly, inasmuch as the Centipeda had strapped a huge rock to the keel of the Nautilus the night before; however," he slyly adds, "they would have won the more honor thus" had they pulled in ahead.

If those old boys of the '50s ever do get together there will be some mighty interesting yarns for them to spin.

SAVING LIVES BY SECONDS IDEA OF A TELEGRAPHER

"SECONDS mean lives on the fighting front, why not save seconds?" asks Peter T. Brady, expert telegrapher and patriot. Every star wire man in the country knows Pete, or "P. T.," and they are sure to indorse his idea of how best to beat the Hun. It's a practical idea epitomised in the words quoted above, and if Uncle Sam adopts it, bets are dollars to doughnuts that the efficient warring nations of Europe will sit up and take notice of the amateur in the war game. But let Pete tell all about it.

"The Signal Corps should form a separate battalion of those telegraphers who know the Phillips code," says Brady. "There are only about 1,000 of them, but if they were well organized they could increase the efficiency of the wires they manned by not less than 50, and probably 75, per cent. These men work on the leased newspaper wires and in brokers' offices. They report big sporting events like the World's Series, races and big fights. Speed is their motto and they live up to it.

"My idea would be for Uncle Sam to gather these fellows together, put them in the service whether they were physically fit or not and then divide them into two companies. The young husky ones could be put right up on the firing line and the older, more nervous ones could be kept in headquarters far to the rear. Working in teams this way, the scant wire service would be almost doubled, day in and day out, and night efficiency maintained, as most of the fellows are accustomed to working at night.

"Most people know nothing about the Phillips code and how the newspaper operators have developed it to save time. Time is the one vital factor for newspapers in peace and even more vital to the army in war. Here are two examples of what it means and they tell more than I ever could explain."

First comes a message as sent ordinarily and under it, word for word, as it is sent in the code:

"It would be very valuable to the Government and to the army to have four companies of telegraphers equally distributed between the front lines and headquarters who could transmit emergency messages."

"Commanding officer, Arras—Order the Second Battalion, Fourth Regiment, and Third Battalions to support firing line."

Advance immediately First in reserve.

Personality of the Cinema Censors

WHAT is the National Board of Censors? We hear a lot about this august body which sits in judgment over our silent drama and decides just what sort of "fillums" are to be reeled off for us; but we seldom see it. The chances are we would not know a censor if we passed him or her on the street, that is unless some one on the inside pointed out the guilty person.

As a matter of fact there is no National Board of Censors so far as motion pictures are concerned. Instead, we have the National Board of Review of Motion Pictures. The word censor has been discarded. It savored too much of Boche methods, suppression, oppression and other adjuncts of Kultur. It was not American. This is the land of the free. Hence review instead of censor.

Who, then, make up the National Board of Review?

In the city of New York it is made up of some two hundred public spirited citizens, selected by the People's Institute at the request of motion picture exhibitors and producers. These citizens give their time, their services, their judgment without being paid. They pay their own expenses connected with the business of reviewing.

The group of two hundred reviewers is divided into sub-groups, each one of which gives one morning or one afternoon a week to the work. These groups meet in the projecting rooms with a secretary of the national committee, to pass on new films.

At a recent meeting in the show room of one of the biggest producing companies, a five reel drama and two one reel comedies were reviewed. The committee on this occasion was made up of Alfred Kutner, a dramatic critic and essayist; Lionel Sutro, banker; Edward Hoffman of the Mechanics Institute; Albert C. Morganstern, a lawyer, and Mrs. R. D. Finch and Mrs. Florence Quimby, housewives. Quite a representative group, is it not?

The secretary announced the title of the drama. Lights out. Forward on the screen the story began to unwind.

"I don't get it," a man's voice complained.

"Neither do I—yet," said another.

Silence for some minutes.

"Here comes the revolver," warned some one.

"Ah, thank goodness! Now we have a plot." It was the original voice speaking. A man leaned toward me. "We have a great joke among us," he confided. "It is the well known picture revolver. It can't be a plot until they bring on the gun."

Doubts the Stabbing.

"Can't quite follow it," came another uneasy voice. "Did he stab her with that paper knife?"

"No. He thinks he did, but she died of heart failure," offered one of the women.

The end.

Secretary asks if there are any remarks. No one remarks, but every one writes mysteriously on small slips of paper. The papers are ballots. On it the reviewer marks what he thinks of the picture's educational value, art of production, entertainment value, moral effect, &c., saying whether they are excellent, good, fair, poor or bad. He tells what he wants eliminated and why. The opinion of the majority is accepted as the value of the picture. If the producer considers the verdict unfair he may appeal to the general committee. Its judgment is final.

After the drama came the comedies. It is only fair to say the committee groaned, as do most of the audiences when the present day comedy is flashed on the screen. Slapstick stuff. Funny as a funeral. The bathing about them was the end.

"Comments?" asked the secretary.

"I suppose we'll have to let it go," groaned a member. "It's about as bad as the rest of them."

"If we think that, why don't we do something to remedy them?" broke out another, probably hounded into mutiny by the dulness of the attempted comedy.

"We can't. Nothing would help. We would have to eliminate the whole thing."

"Why not do the best we can? Take, for instance, that scene where the girl takes the money out of her stocking. I object to the close up of that stocking. It's a white stocking, too; makes it look more vulgar."

"Should we ask the girl to change her stocking?"

"No. Let her merely reach for the money, and cut the scene from there on. Also where the new maid comes in and is mistaken by the husband for his mother-in-law. I don't see why he needs take so long a time to put his wife's house slippers on the maid's feet.

Objects to Slipper Incident.

"Personally I am against the slipper incident altogether. Too far fetched. It is done for no other reason than to offer a chance for suggestiveness. And where the girl gets her skirt caught in a door with a spring lock on it. The idea itself is humorous, but why allow the girl to play through the rest of the pictures in her 'undies'? Let her go get a skirt and wear it."

The suggestions went through with a whirl. Some director is probably saying things about the squeamishness of the "censors." Blessings upon them. May they go on living up to the courage of their convictions. Perhaps some day they will gain enough courage to turn their thumbs down entirely upon some of the silly twaddle masquerading under the name of comedy and ladled out for vulgarians.

Let us suppose, for example, the producers of the comedies thus pruned should decide to appeal to the general committee for a reconsideration. Who, then, is the general committee? This is a sort of court of appeal made up of private citizens also selected by the People's Institute. It, too, works without compensation. At a recent meeting of this nature fourteen members were present.

Inquiry elicited the personnel of the committee was as follows:

Four Women—Executive of a national woman's association; one devoting much time to civic and educational problems; another prominent in artistic and civic affairs; fourth a director of associations for training of mothers and children.

Ten Men—Secretary directing recreation movements throughout country; executive of State wide relief society; physician with national reputation as diagnostician; director national society for civic education; director of health and hospital institutions; director of institution for training working boys and men; business man interested in settlement maintained for boys in a congested district; leader of established relief agency; well known leader in civic and political work; presiding officer, a leader in literary, ethical and social circles in New York, for ten years a member of the faculty in an Eastern college where he conducted special courses in dramatic technique and criticism.

Effect of the Ruling.

These skilled persons gave two hours and a half of their time to discussing the problems involved in two pictures. One picture was returned to the manufacturer for revision and for entire change of theme. The other was cut and instructions given for improved sub-titles.

During the year the 200 members of the Board of Review pass on between 10,000 and 15,000 reels of film dealing with every subject under the sun. Among the problems requiring fair consideration, decision and action are:

Suggestive comedy, the details of the uses of habit forming drugs; sex suggestiveness, tampering with the mails and the equipment of railroads, pernicious reflections on the army and navy, emphasized brutality, situations tending to cause race hatred, adulation of criminals in such a way as to inspire imitation, the details of suicides and murders, the brutal treatment of women, children and animals, misrepresentation of ecclesiastics and criticism of the churches which might be considered slanderous, detailed exposition of criminal incidents of such character as to be considered instructive in crime.

Among the films which after nation-wide investigation it was decided would no longer be passed by the National Board of Censors were those in which "white slavery" is commercially exploited and films showing the living nude figure, no matter how artistically treated.

This decision was reached after sounding public opinion from Maine to California so that the sincere will of the people might be reflected.